

**Management Training and Economics Education Project for Central  
and Eastern Europe  
Project No. 180-0029**

**Monitoring and Evaluation Contract  
Contract No. DHR-0029-C-00-5059-00**

**MONTHLY PROGRESS REPORT - OCTOBER 1995**

**28 November 1995**

Submitted to:

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### **A. INTRODUCTION**

The Management Training and Economics Education Project (MTEEP) is based on using institution-to-institution linkages to undertake short term, high impact training while simultaneously upgrading Central European institutions for long term economics education. The Project was initially approved in 1990, and is expected to continue through 30 June 1999. The purpose of this monitoring & evaluation contract is to provide technical assistance for formative monitoring and summative expert evaluation of MTEEP. Currently there are twelve active grants to U.S. universities working with partner institutions in nine Central and Eastern European countries which are covered by these services. The contract was signed in July 1995. This is the third monthly report of activities.

### **B. OVERALL ACTIVITY STATUS**

The major focus of activity this month was in the development and distribution of the draft monitoring and evaluation methodology. The methodology incorporates inputs from meetings, reports and discussions with USAID staff, USAID training/M&E contractors, and MTEEP project directors. Information from the USAID Global Bureau, HERNS, HRDA, PTPE, and CLASP projects was reviewed.

A three-day team planning meeting was held in Washington for the MTEEP M&E team. The agenda focused on M&E methodology, Project Directors' meeting, and initial site visits. Close contact with all stakeholders is being maintained with regular phone contact and meetings with USAID staff and similar contacts with all project directors. The aim is to have at least monthly contact with all projects.

Plans for the Project Directors' Meeting (6-7 November) were finalized. Contact was made with all projects to identify participants. A pre-conference mailing, which included the draft M&E methodology was sent.

Travel authorization was received for three site visit itineraries: Mary Ann Zimmerman and Dennis McConnell to Albania, Bulgaria, and Romania; Leslie Koltai to Hungary; and Melora Sundt and Luba Fajfer to the Czech Republic, Slovakia, and Poland. Country clearances have been requested.

Newsbriefs #3 and #4 were issued. Feedback from both Project Directors and USAID staff has been positive.

Two contract related issues were resolved. Approval was received to change the due date of the quarterly report to 30 days after the end of the period. Agreement for a 6-day work week during out-of-country work assignments was also received. The September monthly and July-September quarterly reports were submitted.

## **C. GRANTEE UPDATES**

### **Central Connecticut State University - Poland**

Buddy Enck provided suggestions for evaluation indicators and processes. He discussed numerous flaws with the procurement process, but had few objections to the evaluation process. He'd like the evaluation indicators to focus on whether projects did what they said they were going to do, i.e., concrete results. We discussed how we might measure impact through follow up interviews, and he thought that would be useful but warned us that some projects could "stack the deck" by limiting our access to only the more successful graduates.

He has secured, through an unsolicited proposal to the mission, a one year grant to replicate in Gdansk the IBS currently at Wroclaw. The program is to be independently running (and funded) by 10/96. Buddy agreed to send his work plan for this project so that we would have a current description. (Note: this was received 10/31/95).

He sees numerous opportunities for USAID to take advantage of natural connections between current projects and other geographic locations (connected through history or similar circumstances), where a project could be transplanted with minimal cost, and would be beneficial. He doesn't see USAID making those connections because sometimes the natural link is outside of a current grantee's country and USAID is too decentralized to permit collaborative strategic planning. As a result, current grantees' experience isn't tapped as fully as it might be.

### **Indiana University - Hungary**

We spoke with Bruce Jaffee about the program in Budapest, the specialization in the capital MATAV (telephone industry) management, and his thoughts on methodology for evaluation.

### **SUNY/OIP - Hungary**

Ron Oppen is going to Hungary for 2-3 weeks, returning 23 October. The situation in Hungary going through change; especially at USAID where the Director, Tom Cornell, arrived in mid-September, and there is a new person serving as Project Officer as of October 1 (Mitzi Likar, who has however been in the mission). Six to eight weeks ago, USAID asked for indicators; this information is to be sent to L. Koltai.

### **SUNY/Buffalo - Latvia**

John Thomas provided clarification on information in a recent newsbrief regarding the availability of a report on sustainability. What had been developed was an internal memo from discussions held among Project Directors during Phase I of MTEEP regarding materials presented by L. Koltai. J. Thomas will put into a form for distribution in general time frame of the Project Directors' meeting.

### **Texas A&M - Lithuania**

We have set up meeting for R. Vichas and J. Batelle during Project Directors' meeting. No response was received to our e-mail re: M&E.

**University of Delaware - Bulgaria**

They have a letter from USAID/Bulgaria asking UDel to “coordinate implementation of training strategy” which involves 36 training groups; and to drop the two academic components of their grant and to concentrate on ST activities, e.g. through the business development center.

**University of Maryland - Poland**

We spoke with Lee Preston about problems getting started, including difficulty opening a bank account, and getting necessary information from the Polish embassy, the university and the University of Maryland. He is sending materials to us, as we have little on the project. He expressed his satisfaction with his relationship with the mission, but has found it difficult to find someone in USAID/W to talk to about the project. He also noted concerns about previous evaluation efforts by the mission, which were “repetitive and convoluted” and not useful.

**University of Minnesota - Poland**

We spoke with Randy Zimmermann about his suggestions for the methodology. He believes that too much emphasis in general has been placed on numbers trained. The process needs to capture qualitative effects; rebuilding an institution doesn’t lend itself to numerical measurements. He also sees the absence of a solid baseline from which to make comparisons a handicap. He noted that his proposal gives a conservative projection of completion rates (1 ½ cycles of the MA program in 4 years, with 30 students per course).

The criteria he suggests include: programs existing where they hadn’t before, number of Polish faculty trained, administrative “homes” for programs either within existing structures or in new structures, course syllabi and materials created or adapted.

He would like Team 2 to visit both institutions UMN is working with, because the efforts are independent. One half day with each felt to be sufficient.

**University of Nebraska/Lincoln - Albania**

Regarding M&E, UNL sets quarterly objectives and reports against them. This has been satisfactory with USAID/Albania to date. They also conduct end of training evaluations. In the previous phase, the Gallup organization conducted a survey of participants at conferences about one year later; results showed that approximately 50% of the participants had started own business. D. D. Blane, USAID/Albania, believes that new management knowledge is needed in the country to encourage foreign investment.

The potential extension of project is linked directly to getting a license from the Albanian government for the MBA program; if received, the plan is to start class in January. Part of the delay in approval has been the change of rectors by the Albanian President.

UNL is also working with three other universities - see 3Q95 activity report. They would like feedback on quarterly reports.

**University of Pittsburgh - Slovakia and Czech Republic**

Spoke with Kevin Sontheimer about the Slovakia project. As of 10/3/95, he was not sure of the status of the program. We informed him that the contract had been signed -- he was not aware of this.

He asked if it was important for UPitt to be represented at the Project Directors' Meeting. We said yes. He said that the dates pose a problem but that he would try to have someone there. (Note: Jan Svejnar is attending).

We also spoke with Andrew Blair about the M&E methodology. He sees fund raising as the next critical step for CMC, and a big reason why they hired Eric West from Canada as the new Dean (his development experience). West's main job will be to raise CMC's visibility in Prague. He noted unanticipated expenses for CMC, primarily large outlays for physical plant repairs.

Regarding the Slovakia program; it is new, with a different set of assumptions than those behind CMC. Transfer of knowledge is their primary objective, to be accomplished through bringing faculty to the US for training, providing a weekend MBA program (January 1996), and creating a full time MBA program. To measure impact for this program, he suggests looking at the number of students getting through the program, and looking at what they are able to do afterwards (for example, from CMC, out of 22 recent grads, all have taken jobs in the Czech Republic).

**University of Washington - Romania**

This project closed as of 30 September 1995. Their partner, ASEBUSS, graduated a class at end of August and are continuing activities on own. UWash will not be participating in Project Directors' meeting.

**Washington State University - Romania**

We spoke with Bob Tolar about the M&E methodology; he followed up in writing.

**D. PROBLEMS ENCOUNTERED/ACTIONS TAKEN**

In general, all is moving smoothly. There has been continued mixed results from the use of e-mail and faxes for communication. It is difficult to verify the receipt of documents. We continue to ask for verification and if we find several "problems", the information is resent to everyone.

**E. CONCLUSIONS/RECOMMENDATIONS**

Activities remain on schedule.

**F. PLANS FOR NOVEMBER, 1995**

- Continue review of grantee documents, other project documents
- Project Directors' Meeting held (6-7 November)
- Draft of Proceedings from Project Directors' Meeting completed

- Final draft of M&E methodology and data gathering tools complete for piloting during site visits
- Site visits start
  - country clearances received
  - Czech Republic, Slovakia, Poland trip start (25 November)
  - Hungary trip start (26 November)
- Newsbriefs #5, #6 issued
- October monthly progress/financial reports completed